



Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of December 31, 2020:

- Twenty six (26), 96% of the 27 initiatives for FY2021 are chartered and moving towards implementation, a 19% increase from November. Four (4) are complete.
- The Corrections Way initiative has moved to monitoring status.
- All 10 new initiatives from the Council of State Government (CSG) feedback for improvement are chartered and in-progress.

For more on the status of the FY2021 initiatives, see Appendix A.

Statistics & Analysis

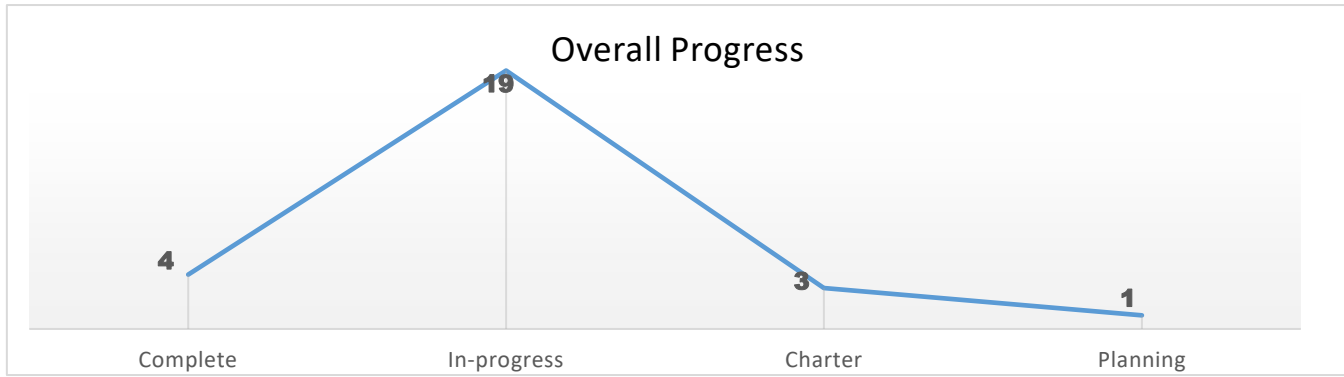
The 27 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, nine (9) under improving workforce, and eight (8) are under reducing risk and recidivism. The table below shows how they are progressing by theme. One hundred percent (100%) of the initiative under the safer work environment theme are either in-progress or pending implementation. The initiatives in the planning phase under improving workforce decreased by 50%, while those in the complete status increased by 50%.

Table 1: FY21 Progress of Strategic Plan Projects by Theme

Placemat Themes	Initiative Status			
	Complete	In-progress	Charter	Planning
Safer Work Environment (10)	20%	80%	0%	0%
Improving Workforce (9)	23%	44%	22%	11%
Reducing Risk & Recidivism (8)	0%	87%	13%	0%



Figure 1: Progress of Strategic Plan Initiatives by Status



The 27 division led projects are currently in the following statuses: Four (4) are complete (15%), 19 are in-progress (70%), and three (3) are chartered (11%). Only one (1) remains in planning (4%).

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division							
Status	Overall	OOD	P&P	DORS	DAI	DHS	Parole Board
Complete	4	0	0	0	2	2	0
In-Progress	19	2	0	5	6	5	1
Charter	3	2	0	0	0	1	0
Planning	1	0	0	0	1	0	0
Total Initiatives	27	4	0	5	9	8	1

DAI and DHS have each completed two (2) of their assigned initiatives. All five (5) of the initiatives assigned to DORS are in-progress, along with Six (6) of the nine (9) assigned to DAI. Only one (1) initiative remains in the planning phase

Implications & Recommendations

Progress continues with the initiatives this FY. Initiatives in the planning status decreased by 50%. Several teams have started working on their Milestone tasks this month. They plan to start compiling their efforts for the final draft in the coming weeks. We should have some final recommendations ready for review by March 2021.



Appendix A:

FY2021 Initiative Highlights

11.101 - Staffing Pattern & Shift Analysis

Off track – with plan to rectify

- The request for a contract extension was sent to the Office of Administration (OA). OA asked for additional information, which was sent to them on October 20, 2020. The vendor and DAI will discuss a visit schedule once that extension is signed. They plan to implement this initiative by June 30, 2021.

11.110 - Offender Mail/11.111 - Offender Censorship

Off track - with plan to rectify

- DAI has decided to merge these two initiatives due to work overlap. The DOC Contract Team is in the process of reviewing the scope of work with JPay to add a requirement that JPay staff scan non-attorney/client postal mail at no cost to the department or the offender and deliver that scanned mail via the tablet or JPay kiosk. The vendor is reviewing the proposed amendment to the scope. The Implementation is planned for 30 days from the date the amendment gets signed.

11.202 - Improve Safety at Regional Offices/Training Centers and Central Office

- Complete – Site visits are pending.

11.207 - Identification & Tracking of Security Threat Groups

Off track - with plan to rectify

- The draft manual is being reviewed. This initiative will be ready for monitoring after the review process is complete.

11.211 - Offender Suicide Prevention

Off track - with plan to rectify

- This team had to regroup and restart the process for several reasons. But as of 12/18/2020, they have identified milestones that satisfy the goal of the project and have assigned efforts to the milestone tasks. They have started to gather information for the final report and plan to have their draft recommendation ready by 03/19/2021.

11.212 - Transition to Electronic Files to Support Work from Home

On track

- In-progress.



11.213 - Institutional COVID-19 Testing for Safe Reopening

- Complete – Monitoring is in progress.

12.104 - Automated Time Keeping System for DAI

Off track – with plan to rectify

- The DOC team continues to meet weekly with the vendor and internally. They have been working hard on testing and re-configuring the system related to the schedule to contract automation, holiday automation, and FMLA. Recently, they had to re-work the automation due to how SAMII handles holidays. DOC and DMH have met with the vendor regarding the FMLA automation and have shared their requirements. The vendor's team is putting together a document that outlines the requirements so DOC and DMH can review it before they build the automation. The projected completion date for this initiative is June 2022. We will move this to the FY2022 placemat.

12.307 - Develop System for Virtual Training - LMS

Off track – with plan to rectify

- They were allowed to add a new decision item for a new Learning Management System (LMS) to the FY2022 budget request. They are working through the Fiscal Unit on the procurement process to prepare the documents required for OA to process. After which, they will send out a Request for Proposals. The goal is to gain approval to award the contract prior to 07/01/2021 so that implementation can begin on 07/01/2021. This is all pending legislative approval for the expenditure. The implementation process will follow, which will take several months. We will move this initiative to the FY2022 placemat.

21.103 - Identification of Core CO-I Competencies

- Complete

21.202 - Develop On-Boarding for Supervisory Positions

Off track – with plan to rectify

- Chartered. This will start after the implementation for frontline on-boarding is complete.

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

On track

- They are finalizing the details specific to DOC to start the implementation process. They have created outlines for the landing pages and are waiting on confirmation for a completion date. They plan to have this completed by March 2021.



21.207 - Transformation Training Academy

Off track – with plan to rectify

- They have completed the process of assigning efforts to the milestones. They will communicate a timeline for the completion of each milestone shortly. And the RFP is set for release on 03/01/2021. This will move to FY2022.

21.208 - The Corrections Way for Frontline Staff

- Complete. This is in monitoring.

21.405 - Create Employee Wellness Program

On track

- They have completed most of their initiatives ahead of schedule and has been awarded a grant to help with the supplies for the wellness centers they are trying to create or remodel. We intend to move this initiative to implementation status after we confirm the details for monitoring. We will confirm the status in the next month's update.

22.105 - Redevelop the Intranet

Off track – with plan to rectify

- The intranet project has been on hold for various reasons (other projects, delays related to OA onboarding, etc.). They will not meet their target launch date of 07/01/2021 but should have a solid blueprint by the end of this fiscal year. We will move this to the FY2022 placemat.

22.203 - Re-purpose Citizen's Advisory Committees

Pending closure

- A meeting between the Director and the Governor is pending to discuss the Executive Order, expected to complete on 02/28/21.

22.303 - Trauma Informed Culture at Female Institutions

Pending start

- The project charter is in development. The plan is to launch this project by February 2021 and complete the recommendations by the end of FY2021.



31.113 - Ashland University Expansion

Off track - with plan to rectify

- They are struggling to manage with COVID. However, the program is up and running at these sites: ACC, BCC, CCC, ERDCC, FCC, MCC, MECC, NECC, SCCC, TCC, WERDCC, WMCC, WRDCC. But they do not plan to start anything at the remaining institutions (JCCC, PCCC, and SECC) until summer 2021. They believe this program does not work for short term or treatment intense facilities like KCRC or OCC. We will move this initiative to the FY2022 placemat.

31.114 - Programming to Conform to Evidence Based Practice

On track

- They have assigned efforts to milestone tasks and have started to gather information for the final report. They plan to have their draft recommendation ready by 04/30/2021

31.115 - Mental Health and Substance Use Treatment Standards

On track

- They have assigned efforts to milestone tasks and have started to gather information for the final report. They plan to have their draft recommendation ready by 04/30/2021.

31.204 - Establishment of an Offender Nursing Home with Outside Partner

Off track - with plan to rectify

- According to field contact the City of Fulton approved the building permit on 12/22/2020.
- Due to unforeseen circumstances, the construction is not as far along as they had planned to be at this stage. The site is being cleared for construction, which was just reported by the local newspaper. The soils are being tested for construction suitability. They have encountered bad soil issues in some areas and are going through the remediation process. The hospital's retention pond was in the middle of the construction area and had to be relocated. In addition, they had to negotiate multiple easements with the neighboring hospital to obtain water and sewer. The General Contractor is updating the construction timeline. We will move this to the FY2022 placemat.
- Here is a hyperlink to the article referenced above:
<https://www.fultonsun.com/news/local/story/2020/nov/25/crews-make-way-for-correctlife-nursing-facility/850254/>

31.207 - Community Peer Specialist

Pending start

- Chartered. They are waiting on the divisions to assign team members for the team to schedule its first meeting. They hope to have this completed by 04/30/2021.



31.209 - Program Model for Court Referred Short-Term Offenders.

On track

- They have assigned efforts to milestone tasks and have started to gather information for the final report. They plan to have their draft recommendation ready by 05/01/2021.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

Pending start

- Chartered and team assigned. They plan to have their first meeting in February 2021.

31.401 - Re-Create Release Guidelines

Off track - with plan to rectify

- On 11/01/2020 Board extended use of the ORAS for all hearings and began using of the new hearing report format. Only ORAS hearing exception is juvenile life without and juvenile offenders who are under age 18 at the time of parole consideration.
- CEPP, who was awarded the NIC Structured Decision Making Framework implementation contract completed their initial assessment phase and recommended to NIC that we move forward with implementation.
 - Implementation Phase projected completion March 2021-
 - Training Phase completion April 2021
 - Coaching Phase TBD (approximately 3 months to complete)

Strategic Initiative Dashboard

FY2021 Initiatives

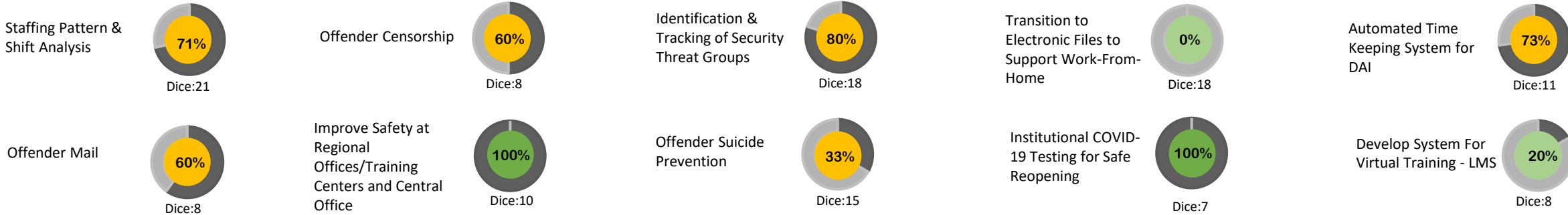
Values in circles indicate %
of milestone complete

On-Track
Off Track with plan
Off Track – with no plan

Safer Work Environment

Safe Worksites

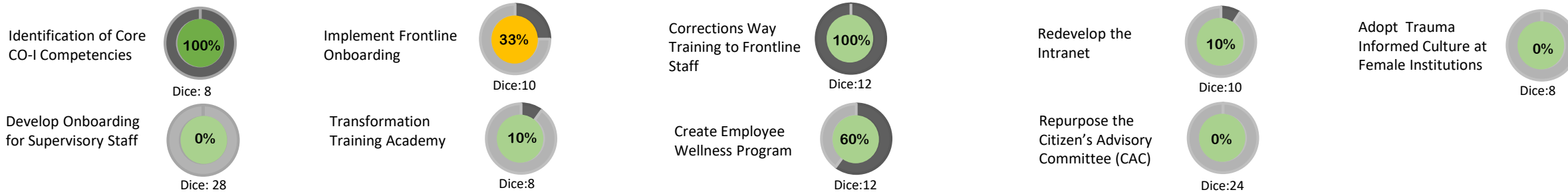
Equip Staff to Succeed



Improving Workforce

Hire, Develop, Retain Quality Staff / Health & Wellness

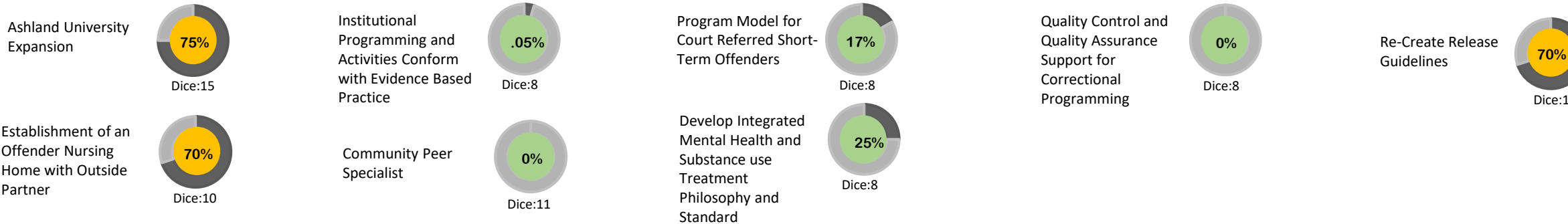
Develop Corrections Brand



Reducing Risk & Recidivism

Prep for Release

Parole Board



Dice scores last calculated June 2020

**Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)